

We report on the effectiveness of our material nonfinancial topics by monitoring key performance indicators (KPI). This overview contains both audited and non-audited data. Audited KPIs are taken from the Annual Report. Additional non-audited KPIs are provided in this overview and marked accordingly. This overview is currently only available in English. The audited Sustainability Report 2024 was published for the first time in accordance with ESRS.

[Fresenius Group Annual Report 2024](#)

1. Quality, Health & Safety

1.1 Patients treated	2024	2023	2022	2021	2020
Fresenius Helios	26.343.621	25.772.029	24.868.792	22.567.138	20.189.521
<i>thereof inpatient Helios Germany</i>	1.158.283	1.131.581	1.079.776	1.048.946	1.044.959
<i>thereof outpatient Helios Germany</i>	4.345.248	4.334.425	4.423.482	4.390.553	4.101.716
<i>thereof inpatient Helios Spain</i>	1.172.523	1.153.240	1.093.858	982.204	927.414
<i>thereof outpatient Helios Spain</i>	19.667.567	19.147.918	18.266.776	16.140.388	14.110.390

Consolidated data 2020 to 2021 non-audited

1.2 Healthcare facilities	2024	2023	2022	2021	2020
Fresenius Helios					
Acute care clinics	142	145	145	146	141
<i>thereof Germany</i>	85	86	87	90	89
<i>thereof Spain/Latin America</i>	57	59	58	56	52
Other healthcare facilities or centers	>650	>650	>650	>500	>500
Number of beds in acute care:	37.590	37.709	38.045	38.129	37.387
<i>in clinics Germany</i>	29.459	29.410	29.786	29.955	29.451
<i>in clinics Spain and Latin America</i>	8.131	8.299	8.259	8.174	7.936

Number of beds unaudited data; Number of health care facilities and clinics reported in Group Management Report.

1.3 Quality Commitment	2024	2023	2022	2021	2020
Coverage by external quality management standard	100%	100%	100%	n.a.	n.a.
<i>thereof ISO 9001 coverage</i>	96%	97%	61%	n.a.	n.a.
Internal standard or policy	100%	100%	100%	n.a.	n.a.
Regulatory requirement (e.g. national law)	100%	100%	100%	n.a.	n.a.

Coverage depends on the applicability of standards or policies; focus on operations and hospitals; data 2023 audited.

1.4 Patient Care	2024	2023	2022	2021	2020
Fresenius Helios					
Avoidable incidents	43	n.a.	n.a.	n.a.	n.a.
Fresenius Helios, Germany					
Average length of stay (days)	5,7	5,7	5,8	5,7	5,7
Allegations of treatment errors (total) ¹	800	840	827	768	958

¹ Acute care clinics, unaudited

1.4 Patient Care (contd.)	2024	2023	2022	2021	2020
Average treatment errors per 1,000 patients ²	0,7	0,7	0,8	0,8	0,9
G-IQI targets achieved	90,7%	88,7%	87,0%	86,8%	88,4%
Peer Reviews	27	22	9	7	8
Patient service monitor ³ , Germany					
Patient interviews (acute care)	623.152	719.025	739.660	713.382	n.a.
% of patients treated	56,0	64,0	70,0	70,0	n.a.
Patient satisfaction, in %	95	96	96,0	96,0	n.a.
Fresenius Helios, Spain					
Net Promoter Score, Spain ³	65,4	60,1	56,3	49,9	54,1
Total Reports (NPS), Spain ³	1.451.695	818.485	652.269	534.930	361.800

G-IQI-target 2023 audited with reasonable assurance, data 2019 to 2022 with limited assurance. Other data non-audited.

² Average allegation of treatment error (justified or unjustified) per 1,000 patients; incl. all specialties and all stages of treatment, from patient information, diagnostics, surgery, and therapy and to aftercare. Data non-audited.

³ Data as of 2023 audited

1.5 Production	2024	2023	2022	2021	2020
Fresenius Kabi					
Audit and inspection score ¹	1,7	1,9	2,3	1,9	1,3
Internal audits	33	58	45	58	42
External audits and inspections	92	111	87	94	59
Compliance rates for quality-related reporting, in %					
Side effects: individual case reports reported in time (globally)	99,7	99,9	99,3	99,6	99,9
Benefit-risk-ratio: in time transmission of periodic safety reports (globally)	98,9	99,1	100	98,8	99,6
Internal in time transmission of vigilance data	100	100	100	100	100
Communication of new side effects	1	1	1	n.a.	n.a.

¹For the calculation of the audit and inspection score, Fresenius Kabi takes into account all information on findings from audits and inspections received by the company before December 31 of the reporting year. Data audited.

2. Innovation

2.1 R&D	2024	2023	2022	2021	2020
R&D expenses, € in millions ¹	636	607	631	574	560
<i>as % of product revenue</i>	7,5	7,5	8,0	8,1	8,2

¹ for special items, see the "Research and Development" section in the Annual Reports 2022 and 2023; data audited.

2.2 Clinical Studies	2024	2023	2022	2021	2020
Clinical studies, total	1.436	1.873	1.651	1.747	1.698

Data 2023 audited; 2024 clinical studies only Spain

3. Digitalization

3.1 Digitalization rate	2024	2023	2022	2021	2020
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Fresenius Helios, Spain

Goal: Usage rate of digital care

management of 80% by 2024

achieved

n.a.

n.a.

n.a.

n.a.

Data audited

4. Cybersecurity

4.1 Cyberincidents	2024	2023	2022	2021	2020
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Serious incidents (Group perspective)

0

0

0

0

n.a.

thereof patients affected

-

-

-

-

n.a.

Data audited

5. Employees

5.1 Headcount, FTE	2024	2023	2022	2021	2020
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Headcount, total

179.884

193.865

188.876

185.827

178.140

Fresenius Kabi

41.898

43.269

42.063

41.397

40.519

Fresenius Helios

129.038

129.439

125.700

123.484

116.952

Fresenius Vamed

7.793

20.265

20.184

19.721

19.414

Corporate / Other

1.155

892

929

1.225

1.255

FTE, total

153.733

166.834

161.808

158.102

152.461

Fresenius Kabi

39.912

41.381

40.286

39.579

39.032

Fresenius Helios

107.890

108.208

104.509

101.652

96.899

Fresenius Vamed

4.719

16.430

16.182

15.730

15.364

Corporate / Other

1.212

815

831

1.141

1.166

Non-employees (as of December)

5.334

2.756

3.749

n.a.

n.a.

Europe

3.868

1.326

1.814

n.a.

n.a.

Rest of the World

1.466

1.430

1.479

n.a.

n.a.

Data audited except for FTE in 2024; As of 2024 the CSRD definition of headcount applies

5.2 Recruiting	2024	2023	2022	2021	2020
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New hires, %^{1, 2}

17,0

19,1

19,7

n.a.

n.a.

thereof females (headcount), Group

19.847

20.092

n.a.

n.a.

n.a.

¹ Calculated as the number of external hires within the reporting period, relative to the number of employees at year-end. KPI not audited.

² Data for 2022 and 2023 contains the Spanish entities of Eugin Group.

5.3 Staff loyalty	2024	2023	2022	2021	2020
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Total turnover, %¹

25,3

29,9

32,9

n.a.

n.a.

dismissal, %²

2,6

1,9

1,4

n.a.

n.a.

within probation period⁴

1,0

0,9

0,9

n.a.

n.a.

Voluntary turnover, %^{2, 3}

9,8

10,4

11,1

10,1

8,4

¹ Total turnover includes contracts which ended in the reporting year; audited as of 2024

² Data contains hospitals in Latin America as of 2020. Data for 2022 and 2023 incl. Spanish entities of Eugin Group; audited as of 2024

³ Number of employees who left the organization voluntarily in relation to the number of employees at the end of the year. Data audited

5.4 Employee retention	2024	2023	2022	2021	2020
Average length of service, years ¹	8,7	8,8	8,8	8,8	8,9

¹ Data audited until 2023

5.5 Employee participation	2024	2023	2022	2021	2020
Collective bargaining agreements ¹					
Coverage in Europe	85%	84%	83%	83%	77%
Coverage outside Europe	27%	31%	34%	15%	n.a.
Global coverage	74%	74%	80%	80%	n.a.

¹ 2023 & 2024 coverage 100% global employees. 2021 to 2022 based on about 91% of Fresenius Group total employees; data 2020 and 2019 incl. FME.

5.6 Working Models	2024	2023	2022	2021	2020
Full-time employees ¹					
share of men	86%	80%	80%	82%	82%
share of women	68%	60%	60%	58%	58%
Employees working full-time ¹	74%	66%	66%	65%	65%
<i>thereof male</i>	38%	35%	32%	36%	36%
<i>thereof female</i>	62%	65%	68%	64%	64%
Part-time employees ¹	26%	34%	34%	35%	35%
share of men	14%	20%	20%	18%	18%
share of women	32%	40%	40%	42%	42%
Employees working part-time ¹	26%	34%	34%	35%	36%
<i>thereof male</i>	17%	17%	17%	15%	15%
<i>thereof female</i>	83%	83%	83%	85%	85%
Parental leave, % ²	4%	4%	5%	5%	5%
<i>thereof male, %</i>	17%	19%	19%	20%	18%
<i>thereof female, %</i>	83%	81%	81%	80%	82%

¹ 2024: full scope; 2023: Scope of 80% of employees globally; 2022: Scope of 85% of employees globally; 2021 German entities and business segment Fresenius Helios (excl. Fertility business); 2020 only Germany

² 2024: Scope of 77% of employees globally; 2023: Scope of 80% of employees globally; 2022: Scope of around 50% of global employees

Full-time/Part-time KPI audited as of 2024; Parental leave KPI non-audited

5.7 Employee engagement	2024	2023	2022	2021	2020
Employee engagement index ¹	4,02	4,13	3,9	n.a.	n.a.
Participation rate	63%	44%	56%	n.a.	n.a.

¹ Audited with reasonable assurance, as stated in the independent practitioner's report. In 2022, audit performed with limited assurance.

5.8 Labor Cost	2024	2023	2022	2021	2020
Personnel expenses ¹					
in total, € million ²	9.586	9.229	9.439	15.610	15.128
<i>thereof wages and salaries²</i>	7.806	7.565	7.715	12.679	12.357
per average employee (€ thou.) ²	54,4	52,1	50,1	49,8	49,5
in % of sales ²	43,9	43,8	43,8	41,6	41,7

5.8 Labor Cost (contd.)	2024	2023	2022	2021	2020
Average employee compensation, in € ³	35.625	39.022	40.847	68.230	69.367
Ratio CEO ⁴ /Avg. Employee compensation, %	105,80	41,35	104,48	91,09	92,02

¹ Data 2020 to 2021 incl. Fresenius Medical Care

² 2023 values adjusted according to reported figures in the financial report

³ Until 2023, calculated as total wages and salaries divided by total headcount. As of 2024, weighted median of annual remuneration according to CSRD definition

⁴ Unaudited until 2023; higher impact in 2022 due to change in board structure; 2024 new definition based on CSRD

6. Equal treatment and opportunities for all

6.1 Age structure	2024	2023	2022	2021	2020
Age structure (Headcount)					
Below 30 years, in %	21	21	20	20	19
Between 30 and 50 years, in %	53	52	53	53	55
Above 50 years, in %	26	27	27	27	26
Average age (Headcount), years ²	41,1	41,3	41,4	41,3	41,7

Age structure KPI audited; average age KPI audited until 2023; data 2020 incl. Fresenius Medical Care

6.2 Global indicators	2024	2023	2022	2021	2020
Employees with disability ¹	5.482	n.a.	n.a.	n.a.	n.a.
share of total employees	3,1%	n.a.	n.a.	n.a.	n.a.
in Germany	4.323	4.668	4.614	5.051	5.027
<i>in % of employees</i>	5,0%	5,1%	5,0%	5,1%	5,7%
in Europe	5.261	5.417	5.214	5.531	5.452
<i>in % of employees</i>	3,6%	3,8%	3,7%	4,0%	4,1%
Nationalities	>150	>150	>145	>140	>150

¹ 2024: Full scope; Scope 2023: Total staff except Kabi outside Germany. Until 2022 total staff Germany; Europe: European entities of Fresenius Vamed as of 2022, Fresenius Kabi only Germany; data audited

6.3 Headcount split	2024	2023	2022	2021	2020
Headcount, female employees	121.167	132.377	128.795	126.735	120.927
in %	67	68	68	68	68
<i>Fresenius Kabi</i>	52	52	51	51	50
<i>Fresenius Helios</i>	74	75	75	75	75
<i>Fresenius Vamed</i>	39	63	63	62	62
<i>Corporate / Other</i>	45	47	46	40	38
Headcount, by region					
Europe	144.836	155.883	152.510	151.025	145.573
<i>thereof Germany</i>	86.101	93.095	91.093	90.655	88.879
<i>thereof Europe excl. Germany</i>	58.735	62.788	61.417	60.370	56.694
North America	4.646	5.410	11.306	10.508	8.809
Latin America	19.327	21.762	13.913	12.557	11.725
Asia-Pacific	9.847	9.646	10.029	10.744	11.035
Africa	1.228	1.164	1.118	993	998

Data non-audited; change in 2023 regarding regional distribution between North America and Latin America

6.4 Women in Leadership	2024	2023	2022	2021	2020
Share of women in management:					
1st level below Management Board	26,3%	30,0%	n.a.	n.a.	n.a.
2nd level below Management Board	27,6%	24,1%	n.a.	n.a.	n.a.

Data audited; definition differs from CSRD S1-9 definition

6.5 Board Diversity	2024	2023	2022	2021	2020
Management Board					
Share of women	20%	20%	17%	14%	14%
members between 30 and 50 years	40%	40%	17%	14%	14%
members over 50 years	60%	60%	83%	86%	86%
Average age	52,6	51,6	53,2	57,1	n.a.
Non-Germans	20%	20%	33%	43%	57%
Average tenure (years)	1,6	0,6	5,2	7,9	8,0
Supervisory Board¹					
Share of women	33%	17%	42%	42%	42%
members between 30 and 50 years	8%	17%	17%	17%	17%
members over 50 years	92%	83%	83%	83%	83%
Average age	61,5	61,6	60,7	60,7	n.a.
Non-Germans	17%	33%	17%	17%	25%
Average tenure (years)	5,3	5,8	5,3	6,0	6,5

¹ Applies to total board

7. Occupational health & safety

7.1 LTIFR	2024	2023	2022	2021	2020
Fresenius Kabi	2,2	2,8	2,9	2,4	2,3
Fresenius Helios (Spain)	13,6	14,6	16,2	n.a.	n.a.

LTIFR: Number of work-related accidents resulting in at least one day of absence from work in relation to 1,000,000 working hours. Fresenius Helios (Spain) non-audited

7.2 Work-related fatal accidents	2024	2023	2022	2021	2020
Group (own employees)	0	0	0	5	n.a.
Temporary staff	0	0	0	0	n.a.
Third-party fatalities	5	1	0	2	n.a.

2021 data without the business segment Fresenius Vamed; temporary staff recording only in the business segment Fresenius Kabi; Third-party fatalities only recorded in the business segments Fresenius Kabi and Helios Germany; incidents with official investigation. Data audited in 2023, number of third party fatalities non-audited in 2024

8. Compliance & Integrity

8.1 Compliance reports	2024	2023	2022	2021	2020
Reports, total	1.250	806	375	2.119	1.729
thereof classified as no relevant compliance reports	n.a.	262	n.a.	n.a.	n.a.

8.1 Compliance reports (contd.)	2024	2023	2022	2021	2020
Business Integrity	98	51	88	105	110
Data protection	21	25	26	659	368
HR/Workplace	317	274	155	1.040	999
Misuse of company assets	220	225	35	n.a.	n.a.
Environment/Health/Safety	52	34	23	n.a.	n.a.
Accounting/Reporting	14	3	8	n.a.	n.a.
Human Rights	n.a.	47	n.a.	n.a.	n.a.
Other	528	147	40		
<i>Human Rights reports included in total reports</i>	28	47	n.a.	n.a.	n.a.

Data 2020 and 2021 incl. Fresenius Medical Care; Human rights was only reported separately in 2023.

8.3 Tax compliance	2024	2023	2022	2021	2020
Effective tax rate by region ¹					
Europe	54,7%	-695,2%	30,8%	24,2%	25,5%
North America	19,1%	18,4%	21,2%	21,1%	22,2%
Asia-Pacific	16,3%	21,1%	16,8%	23,4%	18,2%
Latin America	36,1%	26,5%	32,9%	26,4%	-27,5%
Africa	26,0%	-24,5%	-11,7%	28,0%	-193,8%
Group	37,5%	66,7%	24,8%	22,8%	24,2%
Effective tax rate by country ²					
USA	18,9%	18,1%	21,1%	n.a.	n.a.
Germany	-482,4%	303,6%	56,3%	n.a.	n.a.
Spain	22,3%	27,8%	19,5%	n.a.	n.a.
China	17,2%	15,7%	20,5% ³	n.a.	n.a.

¹ Special items in fiscal year 2023 are explained on page 295 of the Notes. Data not covered in Notes are unaudited data.

Special items in 2024 are explained in the Notes of the Annual Report. Data not covered in the Notes are unaudited data.

² The four countries represent around 70% of Group sales

³ adjusted tax rate

9. Environment

9.1 Environmental

Commitment ¹	2024	2023	2022	2021	2020
Coverage by external environmental management standard					
<i>thereof ISO 14001 coverage</i>	88%	55%	46%	n.a.	n.a.
<i>thereof ISO 50001 coverage</i>	79%	82%	70%		
Internal standard or policy	100%	100%	100%	n.a.	n.a.
Regulatory requirement (e.g. national law)	100%	100%	100%	n.a.	n.a.

¹ Scope applies to the entities for which environmental data is consolidated; focus on operations and hospitals; deviations due to scope adjustments; 2024 excl. Vamed

9.2 Water	2024	2023	2022	2021	2020
Water withdrawal Group ¹ , in million m ³	15,0	15,1	15,6	15,0	14,6
<i>Market segment healthcare products</i>	9,7	9,9	10,4	10,1	9,7
<i>Market segment healthcare facilities</i>	5,3	5,2	5,2	4,9	4,9
Water discharge Group, in million m ^{3 2}	12,6	8,0	8,3	7,9	7,7
Water consumption Group, in million m ^{3 2}	2,3	1,9	2,1	2,2	2,0
Water withdrawal Group by source, in million m³					
<i>Surface water</i>	0,7	0,7	0,7	0,7	0,7
<i>Groundwater</i>	4,3	4,1	4,4	4,0	3,9
<i>Seawater</i>	0,0	0,0	0,0	0,0	0,0
<i>Produced water</i>	0,0	0,0	0,0	0,0	0,0
<i>Third-party water (municipal supply)</i>	9,9	10,3	10,6	10,3	10,0
Fresenius Group¹ relative water withdrawal ³					
Water withdrawal / € 1 million ⁴	649	671	718	797	1.550
Water withdrawal / FTE ⁴	97,3	92,0	98,1	97,0	203,3
Water withdrawal (m ³) per hospital bed ⁵	114	108	110	106	109

¹ Data of Fresenius Helios's fertility services division include in 2022 and 2023 only the Spanish entities.

² Data until 2023 applies to market segment healthcare products; unaudited

³ unaudited in 2024

⁴ Data 2020 incl. Fresenius Medical Care

⁵ Data applies to business segment Fresenius Helios, excluding fertility services and Quironprevencion

9.4 Waste Volumes	2024	2023	2022	2021	2020
Fresenius Group¹					
Total hazardous waste, %	18	21	21	n.a.	n.a.
Total non-hazardous waste, %	82	79	79	n.a.	n.a.
recycling rate hazardous waste, % ²	37				
recycling rate non-hazardous waste, % ²	40				
Hospital waste per bed ^{2,3} , in tons (t)	1,51	1,06	1,06	0,99	0,99
Hazardous hospital waste per bed ^{2,3} , in tons (t)	0,14	0,12	0,11	0,09	0,08

¹ Data unaudited until 2023

² Data unaudited

³ Data applies to business segment Fresenius Helios, excluding fertility services and Quironprevencion. Change of Scope from 2023 to 2024.

9.5 Energy consumption	2024	2023	2022	2021	2020
Group, in million MWh ¹	3.09 ³	3,09	3,18	3,22	3,00

9.5 Energy consumption (contd.)

by source, in %

	2024	2023	2022	2021	2020
<i>Gas consumption</i>	42	46	45	45	45
<i>Electricity (non-renewable)</i>	15	20	25	33	34
<i>Purchased heat, steam, cooling</i>	10	10	10	11	10
<i>Fossil fuels, excl. gas</i>	7	3	4	4	4
<i>Renewable fuels</i>	3	3	4	4	4
<i>Electricity (renewable)</i>	23	18	12	3	3

Fresenius Group¹ relative energy consumption

Energy consumption / € 1 million sales	141	140	149	163	151
Energy consumption / FTE	21,1	19,6	20,7	21,7	19,8
Energy consumption / hospital bed ²	32,6	30,0	31,0	32,7	31,0

¹ Data of Eugin Group in the business segment Fresenius Helios include in 2022 and 2023 only the Spanish entities.

² Data applies to business segment Fresenius Helios, excluding fertility services and Quironprevencion; unaudited.

³ The CSRD definition will be used for the indicator from the 2024 reporting year onwards.

	2024 (market-based)	2023 (market-based)	2022 (market-based)	2021 (market-based)	2020 (market-based)
9.6 Emissions					
Group, t CO₂ equivalents in thou.¹	4.199	4.222	675	782	708
Scope 1	351	344	342	353	336
Scope 2	165	215	332	429	372
Scope 3	3.683	3.662	n.a.	n.a.	n.a.
Fresenius Group relative GHG emissions scope 1 and 2					
t CO ₂ equivalents / € 1 million sales ²	22	24	30	39	37
t CO ₂ equivalents / FTE	3,4	3,4	4,2	4,9	4,6

¹ 2021 and 2022 figures are non-audited; Please see page 217 of the Annual Report 2022 for more details and specifications. The calculation for 2022 is based on market-based emissions. The calculation for 2021-2018 is based on the emissions calculation approach of the previous years

² Prior-year figures have not been adjusted.

Note 1:

KPIs subject to the limited or reasonable assurance by the auditor are provided in the Fresenius Group Annual Reports.

Note 2:

Additional Sustainability information on Fresenius Group is provided on the website. Other KPI are voluntarily reported in this overview.

[SASB](#)

[Cooperations and social activities 2024](#)

[Quality awards 2024](#)

[Employer certifications and awards 2024](#)